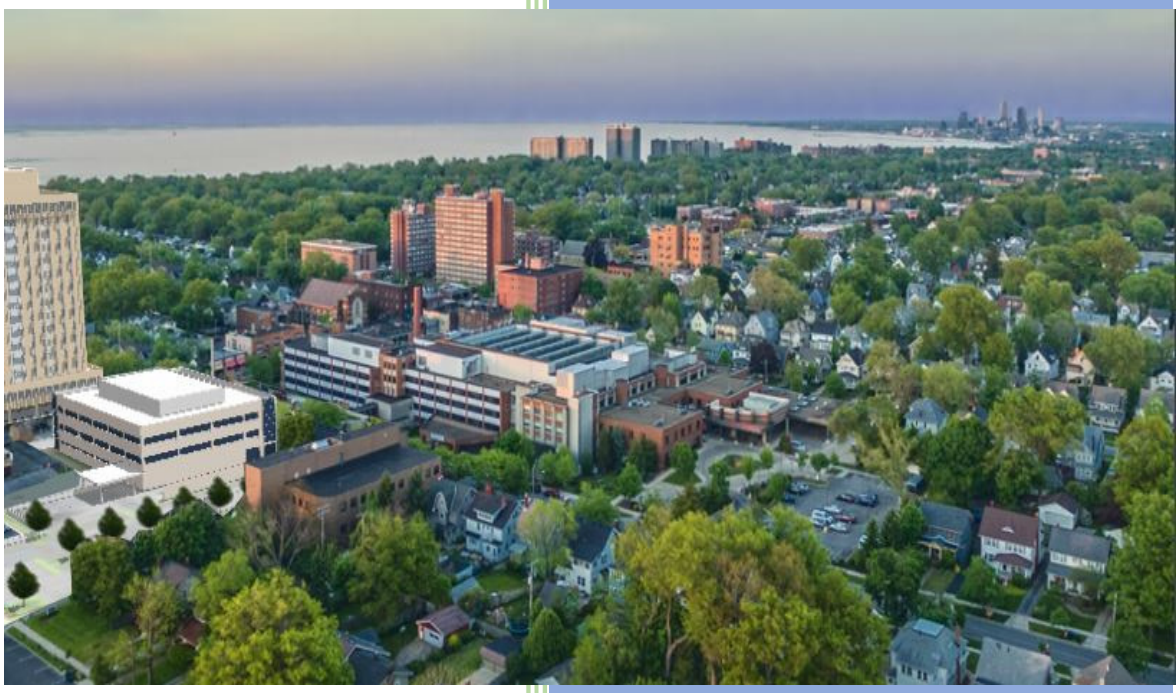
2019

Live Well Lakewood Work Group



5/15/2019

Live Well Lakewood Workgroup

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Introduction

The Challenge – be the healthiest community in America – how do we make that happen? During the past several years, the community of Lakewood has confronted changes in how its health care is provided within the city. At the same time population health management is a new focus nationally, with the social determinants of health not linked to health care taking center stage. How can we change health outcomes such as mortality, life expectancy and health care expenditures, by focusing on not only access to health care, but challenging our community to make healthier lifestyle choices that prevent chronic disease?

Work Group Description

The City of Lakewood is convening a work group to think critically about how Live Well Lakewood can effectively impact the social determinants of health in our community. Live Well Lakewood is currently a small informal initiative, started out of the Mayor's office, in response to the need to improve our population's overall health outcomes. To date, Live Well Lakewood has garnered support from over 75 critical stakeholders through an interactive community meeting, and has begun to develop small pilot projects for this summer to promote social connection, movement, and healthy eating.

Purpose and Goals

The purpose and goals for this work group are to identify and engage key stakeholders, including potential funders and policymakers, to achieve the following four objectives:

1. Develop a value statement that articulates the value of addressing the social determinants of health in the City of Lakewood.
2. Define the strategic elements that Live Well Lakewood should use in approaching social determinants of health in Lakewood.
3. Make a recommendation on a strategic direction and/or model for Live Well Lakewood, that includes answers to the following questions:
    - Who should lead this effort?
    - Who are the key partners in this effort?
    - What are the potential funding streams?
    - What are the initial steps to get started?
4. Advocate for support to stakeholder groups, including City Council, Grantors, and others.

Support

The City of Lakewood, through the Mayor's office, will support this working group by:

- Proposing a timeline and process for the committee to successfully achieve its' goals
- Setting up and organizing the logistics, including location, printing meeting materials, etc. for all committee meetings
- Making the meeting dates, times, locations and agendas posted 24 hours in advance of each meeting, in accordance with public meeting requirements
- Providing information and research about existing models
- Providing follow-up meeting minutes and notes after working group meetings
- Assisting with answering small research questions to inform the committee's decision-making
- Assistance with setting up meetings with key stakeholders (if requested/needed)

Timeline (May – September 2019)

The task force will meet 6 times between May and September 2019, with the goal of presenting the recommendations around the four objectives outlined above to the community and key stakeholders during September 2019.

Live Well Lakewood Working Group Roadmap

	Mtg 1	Mtg 2	Mtg 3	Mtg 4

Goals	• Introductions
	• Agreement: Purpose & Goals for Group
	• Objective # 1: Defining Value Proposition
	• Finalize Next Meeting Date
	• Homework: Review other models; fill out future meeting doodle poll
		• Meeting Goals:
		  • Finalize Value Proposition
		  • Develop Guiding Principals
		  • Discuss Existing Models and Strategic Elements of this Work
		  • Activity or Homework: Make a list of the current assets to leverage given these strategic elements
			• Meeting Goals:
			  • Finalize Existing Assets & Strategic Elements
			  • Discussion: Given strategic elements, what does a model look like for Lakewood?
			• Homework: Survey on strategic approach
				• Meeting Goals:
				  • Recommend strategic approach/model
				  • Discussion: What is the vision and elements of this model? What does it look like?

Date/Time	May 15, 7:30a – 9:30a			
Background Work	• Write value proposition based on discussion and email to group for feedback • Identify strategic elements from other models • Update Timeline	• Begin developing report with value proposition, principals, strategic elements • Synthesize existing assets; use to identify key partners	• Update committee report • Committee Survey Analysis	• Update committee report • TBD

	Mtg 5	Mtg 6	September 2019:

Goals	• Meeting Goals:
	  • Recommend Leadership and Administration Structure
	  • Discussion: What will it take to get this work started?
		• Meeting Goals:
		• Identify Potential Funding Sources
		• Define initial steps in getting this started
			Goals:
			• Finalize Committee Report
			• Determine stakeholder engagement plan

Date/Time			
Background Work	• Update committee report • TBD	• Update committee report • TBD	• Update committee report • TBD

Work Group Membership

Of the stakeholders engaged through the March 5th meeting, 17 have expressed an interest in serving a leadership role. This working group includes those 17 volunteers plus an additional four volunteers referred by a stakeholder, for a total of 21 volunteers who represent a broad group of residents, banks, foundations, public health professionals, cross-sector partnership experts and strategic thinkers to help shape this effort.

First Name	Last Name	Organization
Andrea	Anderson	CPC & Lifestyle/Wellness Coach
Mike	Bentley	Bentley Wealth Mgt of Ray James
Chad	Berry	City of Lakewood
Ellen	Brzytwa	Health Consultant
Daniel	Cohn	Mt. Sinai Foundation
Steven	Crone	YMCA of Greater Cleve
Jenny	Evans	Cleveland Clinic
Jay	Foran	Team NEO
Vince	Frantz	Sprokets
William	Fraunfelder,III	First Federal & Lakewood Rec Commission
James	Hekman	Cleveland Clinic
Gina	Gavlak	Neighborhood Family Practice
Katie	Miller	Genetech
Trish	Rooney	LCSC
Patricia	Ryan	Lkwd Chamber of Commerce
Vicki	Smigelski	KKSG & Associates
Ann	Stahlheber	Cuyahoga County Bd of Health
Gina	Trebilcock	The Foundry
Virgil	Wahome	Specialty Fitness Equipment & Youth Rec Commission
Jason	Weiner	Cleveland Foundation
Tom	Zigman	Lakewood Rec Commission

Vision for Health in Lakewood

The City of Lakewood's vision for this work is to transform our City's culture into one where healthy living is fun, and there is a culture that supports awareness and understanding that promotes healthier life style choices. By focusing on the 70% of the social determinants of health that are nonclinical determinants, we can create a unique alignment of the places in our community which impact health and fosters synergies to gain increased care. Our goal for 2019 is to build an organizational and information sharing framework to create and promote awareness and alignment to foster a community that cares about health.

Figure 1

Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	
Medical bills	Playgrounds	Higher education		Stress	Quality of care
Support	Walkability				
	Zip code / geography				

Health Outcomes
Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

KFF
HENRY J KAISER FAMILY FOUNDATION

Sharing a Definition of Health

What do we mean when we say health?

This initiative is built on the notion that health status is largely determined by factors outside the clinical setting.

Definitions from the World Health Organization

> Health is a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity.
>
> Health is a resource for everyday life, not the objective of living. […] The fundamental conditions for health are: peace, shelter, education, food, income, a stable ecosystem, sustainable resources, social justice, and equity[1].
>
> Health best described through characteristics of communities, rather than individuals[1,2].
>
> - Social and economic conditions
>   - Community support
>   - School quality
>   - Water and air quality
>   - Food healthfulness
> - Opportunities and choices (eating well, exercising, not smoking)
> - High-quality health care

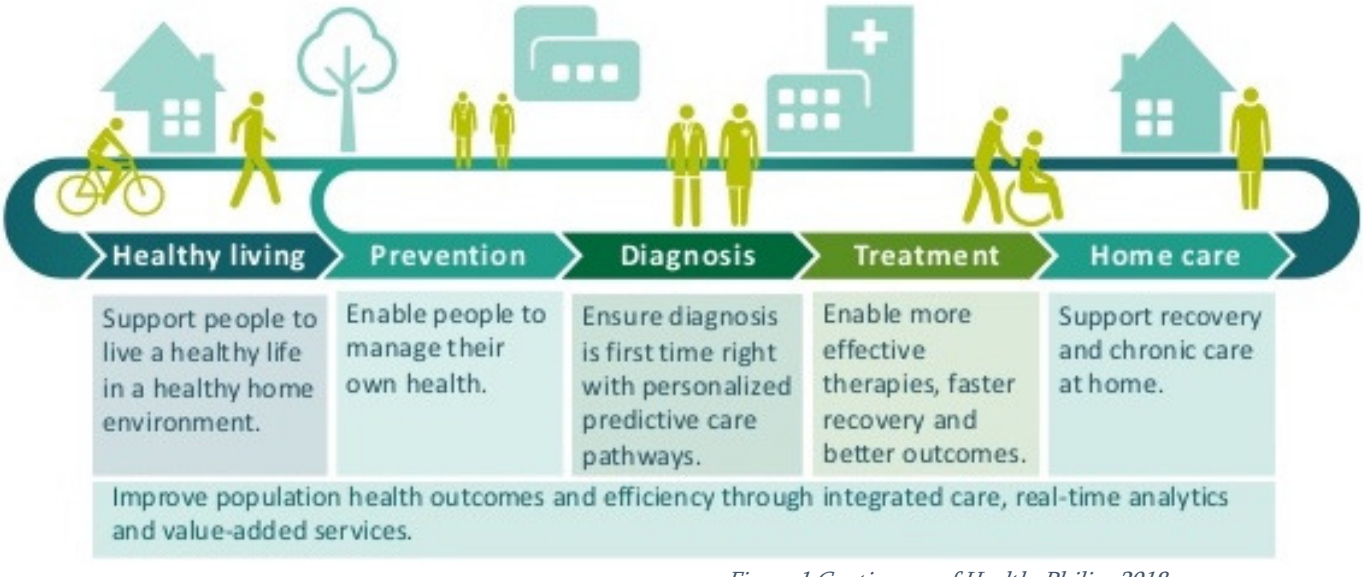
Population Health vs. Individual Health[2]

Population Health	Individual Health
Focus on groups across geography	Focus on individual
Disease prevention	Diagnosis
Health promotion	Treatment
"Environmental" interventions	Clinical interventions

[1]First International Conference on Health Promotion. Ottawa Charter for Health Promotion. 1986.
[2] 2019. Presentation by Daniel Cohn, Vice President, Strategy, Mt. Sanai Foundation at the March 5 Live Well Lakewood stakeholder convening

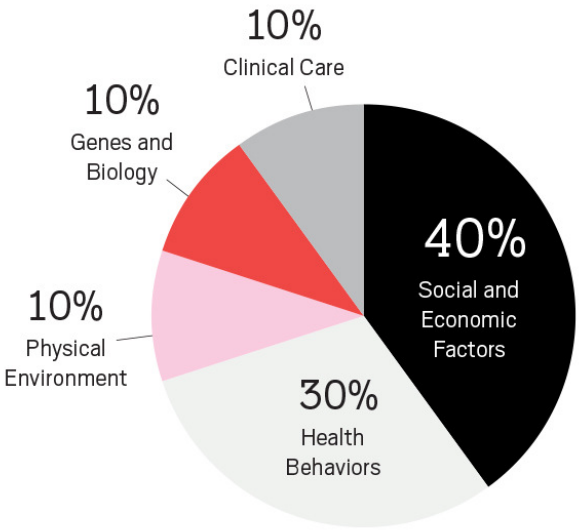
Continuum of Health

Health is a continuum that that starts with people and their environment. Addressing population health through the social determinants of health approaches this continuum from upstream, creating an environment that fosters primary prevention[3].



What Determines Health?

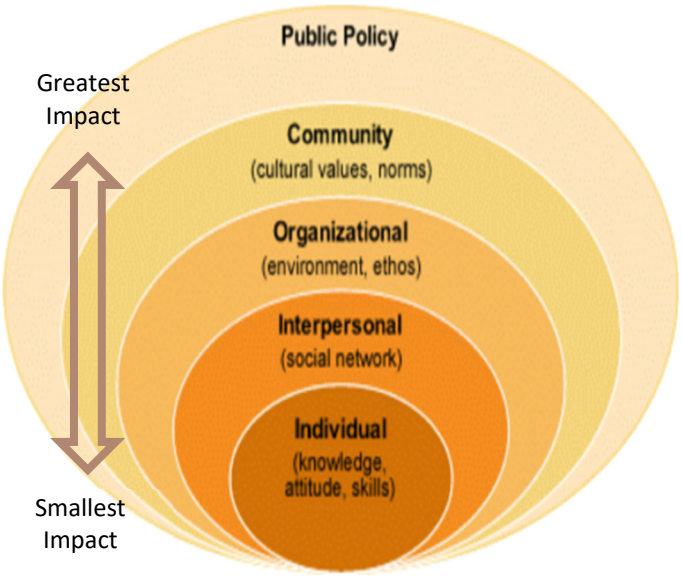
Individual health behaviors account for only 30% of the determinants of health, while 50% are determined by the physical environment, social, and economic factors.



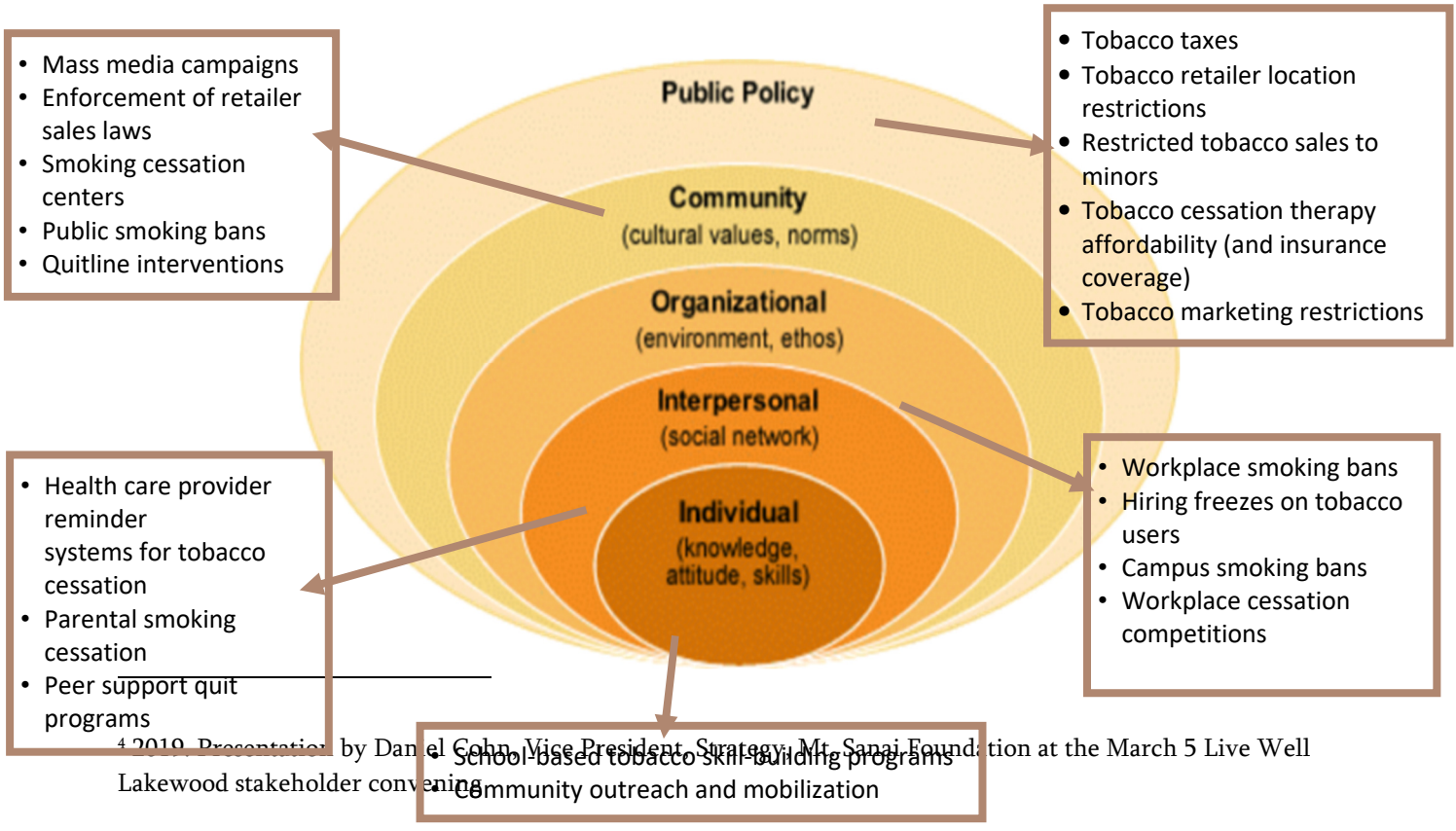
[3] 2019. Presentation by Ellen Brzytwa, Health Consultant; Ellen Brzytwa & Associates, at the March 5 Live Well Lakewood stakeholder convening

What are the layers of community health available to impact?

Communities can address health at many levels, though the largest factors of health are determined by environmental, social, and economic factors. Therefore, affecting community health at the policy, community, and organizational levels have the greatest potential for impact. The figure to the right illustrates these layers[4].



During a presentation to stakeholders in Lakewood on March 5, 2019, Daniel Cohn, Vice President, Mt. Sanai Foundation, provided an example of how we at a societal and community level have used interventions across the social-ecological model to curb the incidence of smoking initiation. The figure below illustrates this example.



[4] 2019. Presentation by Daniel Cohn, Vice President, Strategy, Mt. Sanai Foundation at the March 5 Live Well Lakewood stakeholder convening.

Current Data on Health of Lakewood Residents

By the Numbers

50,866 residents	**17,000** structures	**5.6** square miles
3,000 structures/sq. mile	**180** Miles of Sidewalks	**85** miles of sidewalk assessed and repaired since 2013
92 miles of roads	**160** miles of sewers built 1910-1930	**50%** houses built by 1920 pre-WWII community
30,000 housing units	**$152,000** median housing value	**15th** largest Ohio city
31% of the population in the Millennial generation	**4,300** Employers	**10th** largest workforce in Ohio with more than 29,000
$47,000 median household income	**3.7%** Unemployment	**14.4%** poverty rate
Ranked **#125** of 19,300 cities in the US for population density	**9,285** residents/sq. mile	**45%** residential units owner-occupied, **55%** rental

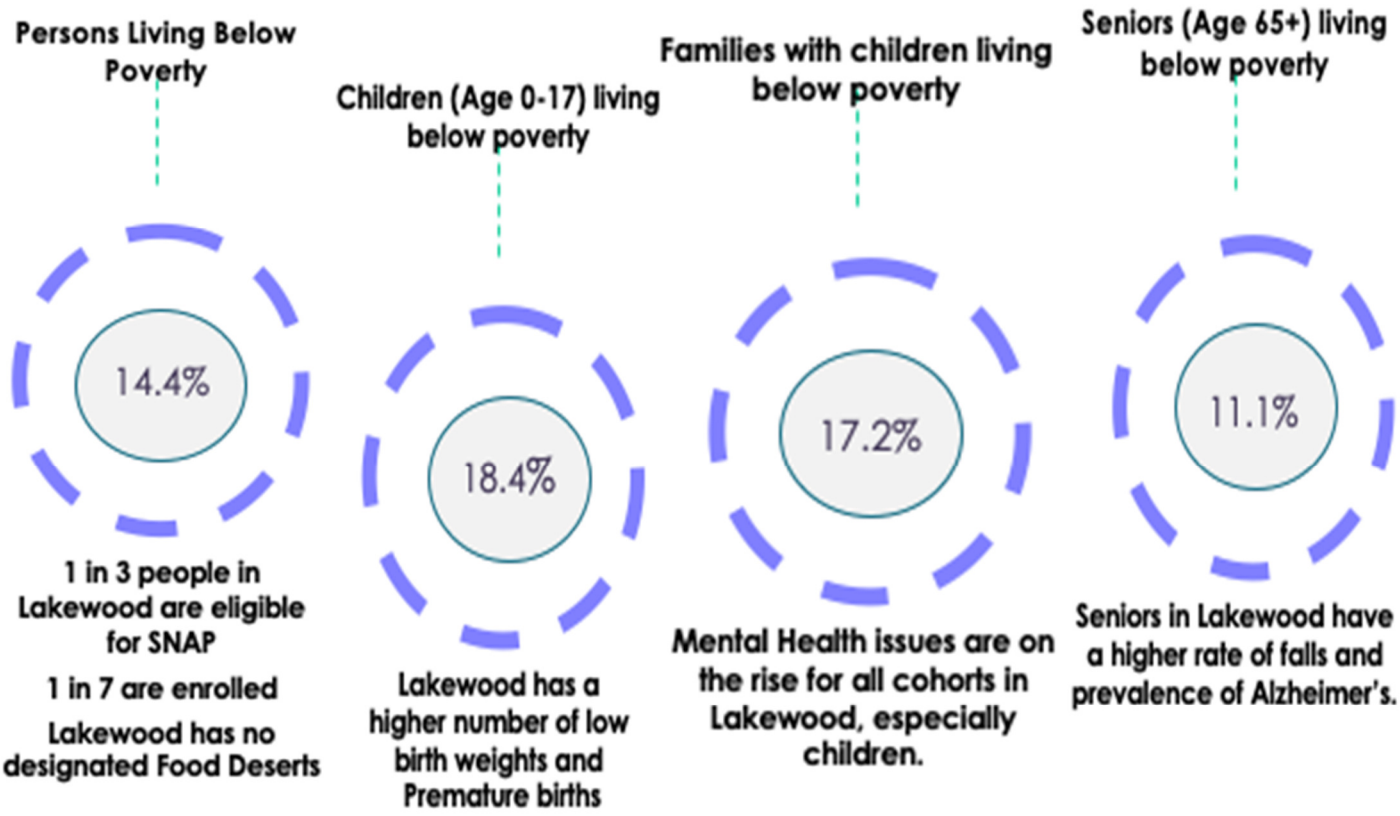
What do we know about the current health of Lakewood residents?

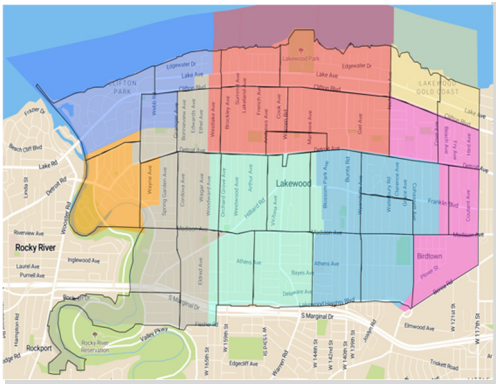
During a presentation to stakeholders in Lakewood on March 5, 2019, Paula Timco, CSO; nuboHEALTH, provided an overview of the current status of population health in Lakewood from her research.

Overview

Within 5.6 Sq. Miles, Lakewood has:

- 180 Miles of sidewalks
- 7.5 Miles of bike friendly routes
- 17 Parks
- 3 Community Pools
- 9 Grocery Stores
- 2 Food Banks
- 93.7% High School Graduate or Higher
- 30 Languages spoken at High School





Chronic Diseases

HIGH for Obesity, Diabetes, Asthma, COPD and Smoking

Community Needs Index

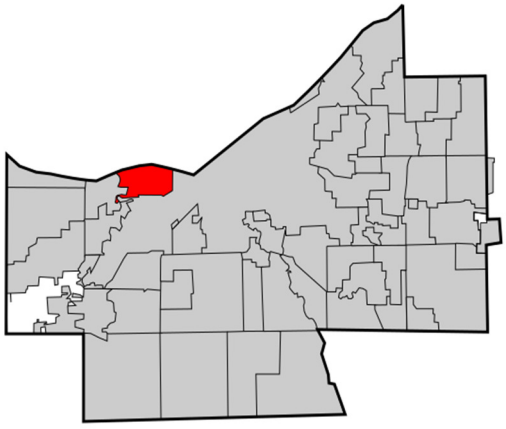
Lakewood scored a 3.4 out of 5. Which indicates a HIGH NEED.

Ambulatory Care Sensitive Conditions

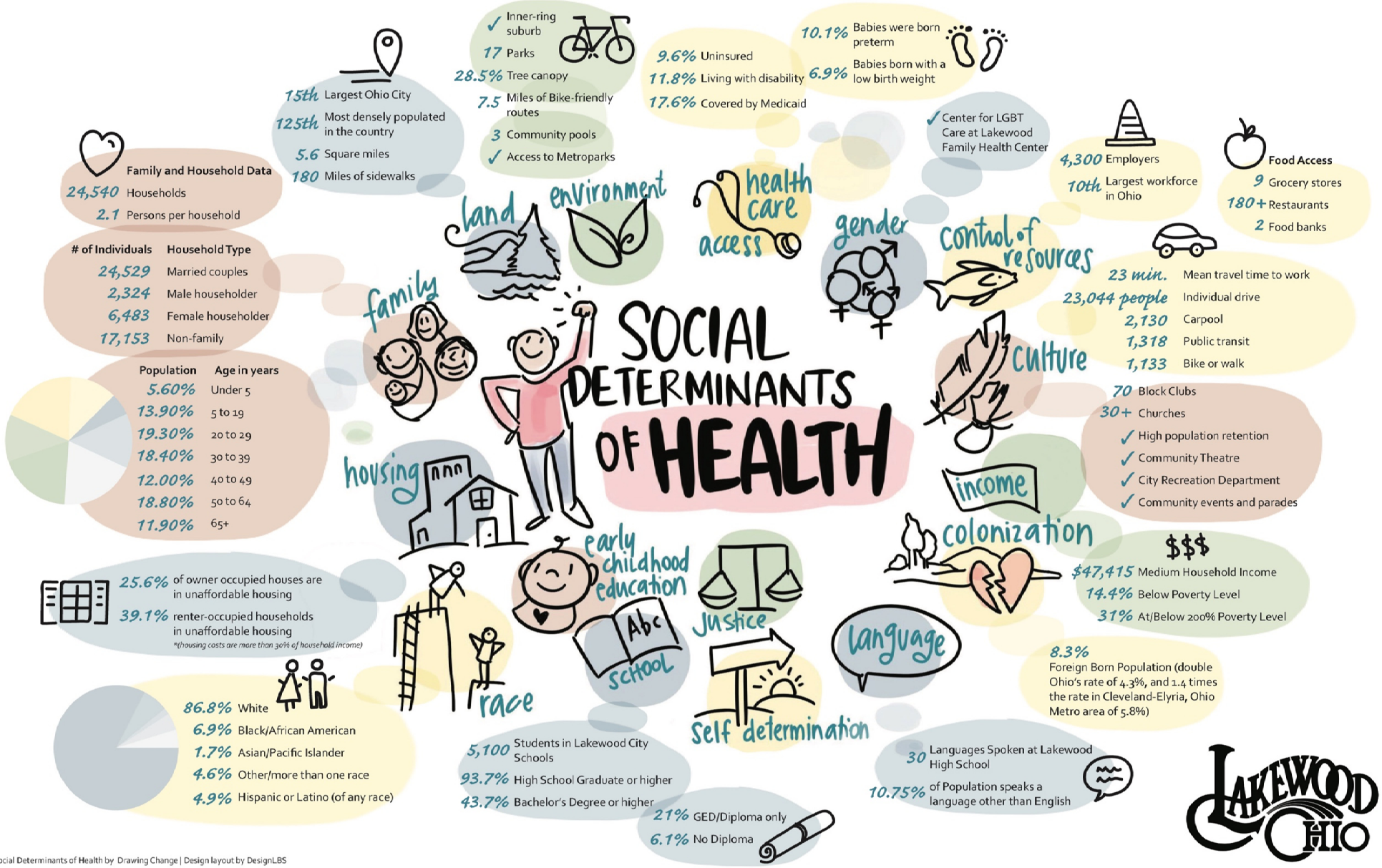
HIGH for Diabetes, CHF, COPD, Pneumonia, Dehydration, UTI and Angina w/o Procedure

Behavior Risk Factor Surveillance

HIGH rates for Diabetes, Asthma & Smoking



Social Determinants of Health and Lakewood: By the Numbers



Social Determinants of Health by Drawing Change | Design layout by DesignLBS

Conversations to Date

Stakeholder Meeting, held on March 5, 2019

On March 5, 2019, the City of Lakewood engaged 90 key stakeholders and partners in order to determine interest in the Healthiest Community Initiative. Stakeholders attended a 2-hour interactive meeting at the Lakewood Women's Pavilion where they heard presentations from local experts on the current state of health in Lakewood, the continuum of community health, different frameworks for addressing health from a whole-system perspective, and an introduction to The Blue Zones model as one example.

During the meeting, attendees engaged in several small group discussions at their tables about what health means to them personally, what it means to be part of a healthy community, how Lakewood could support increased movement and connectivity among residents, and how Lakewood should move forward. Each small group discussion was facilitated by a volunteer table facilitator, who took notes in a facilitation packet and turned it in at the end of the meeting.

In addition to table discussions about next steps, each attendee was provided a table card to complete before they left, asking them if they want to hear from other communities tackling this issue at a societal level, if they want to continue to be involved, and what specific next steps should be taken. Attendees submitted a total of seventy-nine (79) total table cards. This summary provides an overview of the key takeaways from the meeting.

Stakeholder Interest in Continuing the Conversation

During the small group discussions, meeting attendees enthusiastically discussed health in Lakewood, and overwhelmingly were in support of continuing the conversation. The table below outlines the responses to two statements designed to gauge interest in moving forward:

	Yes	No	Maybe	No Response
I want to hear what other communities are doing.	74	1	0	4
I want to be involved.	75	0	1	3

Other Stakeholders to Include in the Conversation

Many attendees shared perspectives on who else should be included in this conversation (via table cards and discussion). The top three most mentioned groups to bring into this conversation were:

1. A more diverse population was mentioned twelve times, specifically including people of color, immigrants and refugee populations.
2. Increased representation from the local business community, both small and large, was mentioned eight times.
3. Healthcare related service providers and system level partners were mentioned seven times.

Other stakeholder groups mentioned:

- Churches or Ministries (3)
- Citizens/Residents (6)
- Grocery Stores (4)
- Health and Fitness (4)
- Low-income Citizens (3)
- Neighboring Communities (3)
- Other Communities who have tried this (3)
- Restaurants (5)
- Schools (6)
- Seniors (5)
- Specific Person's Name (5)
- Urban Planning (2)
- Youth/Young People (5)
- Others mentioned once (e.g.policymakers, academics, block clubs, etc.) (10)

How should Lakewood Move Forward?

Table facilitators recorded forty-one (41) responses to the question '*How should Lakewood Move Forward'*. These responses were coded into categories and analyzed for frequency. The top three categories were:

1. **System-level Approach:** Many responses suggested a step to take on a system level – more infrastructure; working through health systems; working through the school district to create more policy; increasing movement programming; and large-scale efforts to reduce harmful behavior in kids (vaping, smoking, etc.).
2. **Community buy-in:** Many people suggested that community buy-in, engagement with schools, and engagement with the business community as a next step.
3. **Regional Perspective:** Several people suggested taking a regional approach or perspective to this work, including partnering with neighboring communities, and

determining how to leverage existing resource infrastructure that exists outside of Lakewood.

Meeting with Restaurants, held on April 30, 2019

The city reached out to over 150 restaurants in the city of Lakewood and invited them to sit down for a discussion about how Lakewood might become the healthiest community in the United States. Seventeen restaurant owners attended. Restaurants are part of the environment where people spend most of their time –our community. Restaurants provide us with nutrition, a way to connect with others and a destination to which we may incorporate natural movement such as walking or biking.

Information was provided about what communities around the country were doing to educate their communities about Healthy Choices and collaborating with restaurants to make healthy choices more available.

The seventeen attendees were asked if they visualized a role for them to play in helping to build a culture of health in Lakewood. The following were some of the responses:

- We are already creating a culture of health through: buying local, serving whole food choices, providing healthy options.
- We do not see "smaller portions" of unhealthy food as an answer to providing "healthy choices"
- We are not in the business of educating a customer by telling them their order is not the healthiest choice
- Education needs to start with youth in Lakewood so that when they go to restaurants they know what a healthy choice is
- Questioning whether there is an opportunity for the greater community to work with the schools on nutritional programs and what is served in the cafeterias (several stories about unhealthy lunch options at schools).
- Many of us work on recycling. We train our employees to separate our refuse into: food waste, glass, cardboard and aluminum. We do what we can to recycle and keep our waste out of the landfill but financially it is difficult. Many of us currently retain a contractor and recycle our food waste – our garbage is significantly smaller. We are willing to work out options to recycle our glass, carboard and aluminum. Waste Management is a costly option. We are looking for options to work as a community of restaurants on pilot project recycling options.
- We would welcome promoting natural movement through increasing the availability of bike racks (in front of our restaurants) and encouraging bike riding to restaurant destinations (potentially through promotions).
- We need to give back to the community in which we make our livelihood.

A robust conversation was had resulting in several topics to move forward to keep engaging with the restaurant community.

Existing Models focused on Improving Community Health

Blue Zones

The Blue Zones concept arose from demographic studies in 5 regions of the world where people statistically live longer than average. From these studies, Blue Zones developed a community health model that focuses on people, places, and policy.

Blue Zones' developed an approach to engage the whole system and work with communities to transform health in these areas, with a large emphasis on shifting culture to become one that promotes natural movement, individual purpose, decreased stress, greater awareness about eating and drinking, a sense of belonging, family, and friends.

Blue Zones project communities have experienced double digit drops in obesity, smoking, and BMI (body mass index) Millions of dollars of savings in healthcare costs Measurable drops in employee absenteeism. They work with over 40 cities across the world. More information can be found at: https://www.bluezones.com

EcoDistricts

EcoDistricts are working to advance a new model of urban development to empower just, sustainable, and resilient neighborhoods. EcoDistricts created The Protocol; a comprehensive framework to guide urban and community development from planning to implementation, that will help foster a new model of urban regeneration.

The EcoDistrict Protocol includes the following steps:

1. Formation: Build the necessary leadership, collaboration, and decision-making conditions to support effective action.
2. Roadmap: Assemble a comprehensive action plan of performance targets, feasible strategies for achieving the targets, and a schedule and resources for implementation.
3. Performance: Implement the Roadmap, report progress towards targets, and use results to strengthen performance and transfer lessons learned.

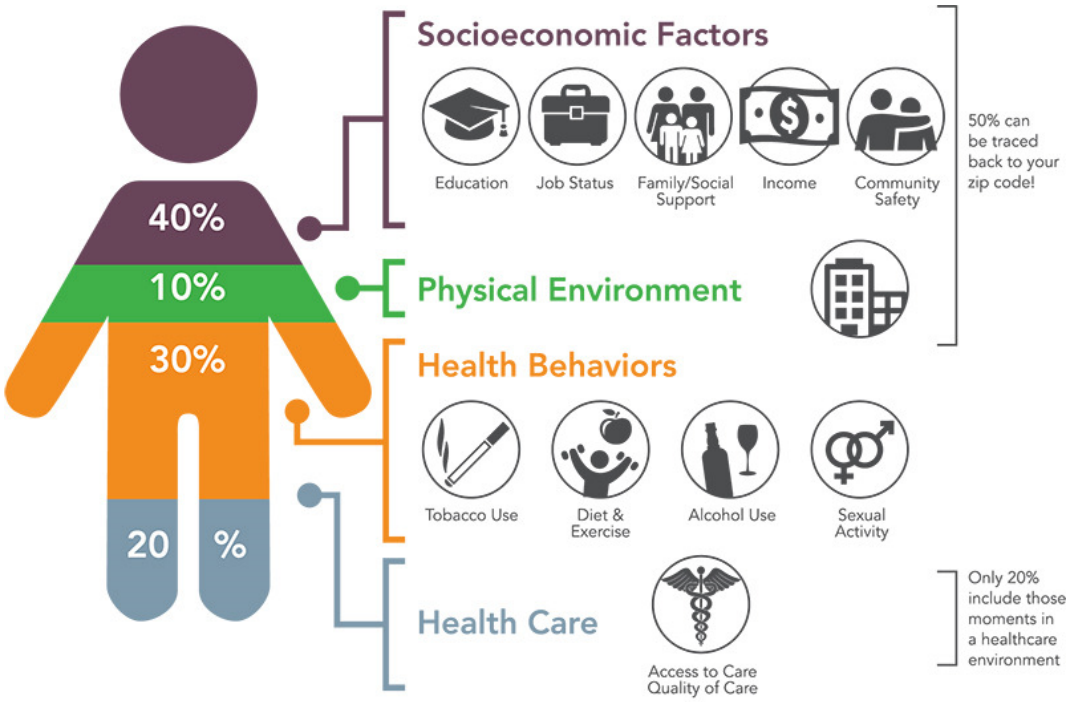
The EcoDistrict plan for health & wellbeing includes encouraging active living based on walkability and recreation, equitable health outcomes based on accessible, affordable health care, affordable & local fresh food, remediated toxic environments, and strong public safety contribute to the ultimate goal of nurturing the health and happiness of our residents. Find more information at: https://ecodistricts.org.

Metrohealth is currently expanding a strategy to transform their campus and the Clark-Fulton neighborhood in Cleveland to an EcoDistrict. Find more information at: https://ecodistricts.org/registered-districts/metrohealth-community-district/.

ProMedica

ProMedica is a mission-driven organization deeply committed to being integrators of care for our communities by exceeding at clinical excellence and patient care.

When most people think of health care, they tend to think of clinical and medical care. Yet this only accounts for 20% of a person's health and well-being. The other 80% includes the physical environment, social and economic factors, and health behaviors that drive health.



Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

All ProMedica primary care practices screen patients around social determinants including, but not limited to: financial strain, utilities, housing, employment, transportation, and behavioral health, and are then placed through a custom pathway of care based on need and motivation. They partner with healthcare institutions to transform services to focus on the whole-self. More information can be found at: https://www.promedica.org

Public Meeting Rules

Transparency promotes accountability and sound governance and provides information for citizens about what their government is doing. Information maintained by the Lakewood City Government is a local asset in our community. Accountability and sound governance are also a part of Lakewood's obligation to share information with its citizens. Mayor Summers' statement on public records and government accountability, along with links to resources and rules for public meetings can be found at: http://www.onelakewood.com/accountability-sound-governance/

Ohio Sunshine Laws

Ohio's Public Records and Open Meetings laws, collectively known as the "Sunshine Laws," give Ohioans access to government meetings and records. The Ohio Attorney General's Office helps public officials and citizens understand their rights and responsibilities under these laws.

Ohio Open Meetings Act

The Open Meetings Act requires public bodies in Ohio to conduct all public business in open meetings that the public may attend and observe. This means that if a public body is meeting to discuss and vote on or otherwise decide public business, the meeting must be open to the public. ORC 121.22. The Ohio Attorney General's Office has published an FAQ regarding the Ohio Open Meetings Act, which can be found at: https://www.ohioattorneygeneral.gov/FAQ/Sunshine-Laws-FAQs#FAQ336.